

An aerial photograph of Lincoln Center in New York City, showing the various buildings and the central plaza. The image is used as a background for the report cover.

# The Power of a Cultural Campus

## Lincoln Center's Economic Impact on New York City

Lincoln Center

June 2016





HOTEL  
EMPIRE





# Table of Contents

I.	Introduction	4
II.	Executive Summary	6
III.	Lincoln Center Operations	9
IV.	The Lincoln Center Audience	12
V.	The Ancillary Spending of Lincoln Center Tourists	18
VI.	The Economic Impact of Lincoln Center	20
Appendices		
	Methodology	23
	Audience Questionnaire	26
Acknowledgments		28



# I. Introduction

Lincoln Center plays a starring role in the life of New York City as its preeminent performing arts center. The beauty and magic that is revealed across Lincoln Center’s many stages, screening rooms, and classrooms represents an astounding array of world-class cultural organizations, delighting New Yorkers and visitors from around the world. About four and a half million people came to more than three thousand Lincoln Center performances and screenings in New York City in the 2014–2015 season (September 1, 2014–August 31, 2015) or visited the New York Public Library for the Performing Arts during calendar year 2015. While these events are concentrated in Lincoln Center’s more than 30 on-site venues, they also permeate into other New York City venues and parks. In addition, more than 1,500 school and other groups benefited from Lincoln Center’s offerings, as did participants in 300-plus public workshops. Some 1,400 students attended two of the world’s leading performing arts schools (School of American Ballet and The Juilliard School) that are resident organizations of Lincoln Center. This activity makes Lincoln Center an important economic force, contributing to New York City’s economic health as well as its cultural standing.

Millions of dollars are spent to pay performers, stagehands, and maintenance crews. Millions more go to suppliers for goods and services, such as electrical equipment, material for set construction, advertising, accounting, trucking, and technical support. In addition, these activities attract yet more dollars spent by hundreds of thousands of visitors who come from outside the city to see a performance at Lincoln Center. Their tourist dollars have a significant impact on the city’s restaurants, hotels, and retail establishments. This conservative analysis does not include significant spending associated with the attendance of patrons who live within New York City, nor the spending of out-of-town patrons for whom Lincoln Center was not an important factor motivating their trips. In both of these instances, ancillary spending in the city associated with attendance at Lincoln Center would likely have occurred absent that attendance.

For the purpose of this study, “Lincoln Center” is defined as its eleven resident organizations, including Lincoln Center for the Performing Arts (LCPA), and three long-term licensees, listed to the right.

## Resident Organizations

The Chamber Music Society of Lincoln Center

Film Society of Lincoln Center

Jazz at Lincoln Center

The Juilliard School

Lincoln Center Theater

The Metropolitan Opera

New York City Ballet

New York Philharmonic

New York Public Library for the Performing Arts

School of American Ballet

Lincoln Center for the Performing Arts

## Long-term licensees

American Ballet Theatre

Big Apple Circus

Tisch WNET Studio

Non-performing arts licensees, including restaurants and parking, are not counted directly, although some portion of these operations is captured in the visitor spending analysis. The spending of cultural organizations performing at Lincoln Center other than those listed above, and the ancillary spending of their audiences, are not included in this analysis. Most of the spending of students drawn to New York City by The Juilliard School and the School of American Ballet is captured in the analysis of the expenditures of these schools in the form of tuition and room-and-board payments. However, ancillary expenditures for off-campus housing, meals, and other expenses are not included.

This study examines the effect of two streams of expenditures originating from Lincoln Center organizations:

- Lincoln Center’s operations in New York City, including resident organization performances at off-campus venues.
- The ancillary spending of patrons from out of town who are drawn to visit New York City by Lincoln Center. These visitors are referred to as Lincoln Center Tourists.

The economic impact of Lincoln Center on New York City includes the ripple effect of these expenditures on the local economy, causing subsequent diminishing rounds of spending until all the dollars have leaked out of the city’s economy.

The estimate of Lincoln Center’s Economic Impact in FY 2015 was based on the most current information available.

- For the calculation of direct expenditures, the most recent audited financial statements and IRS Form 990s for each of the fourteen organizations analyzed were used to estimate total operations spending<sup>1</sup>. These data were refined using expenditure patterns reported to the Cultural Data Project (CDP)<sup>2</sup> for the prior year (expenditure patterns vary little from year to year.), and information gathered through interviews.

- For the calculation of Lincoln Center Tourist spending, trip motivation and per person spending information were developed through surveys conducted for this study between November 2014 and October 2015 across the Lincoln Center campus. These findings were applied to paid attendance figures from the Cultural Data Project in every case except for two (for which FY 2015 figures from the organizations themselves were used). Although this attendance information was for 2014, not 2015, and attendance does sometimes change significantly from year to year, an analysis of box office revenue in 2014 and 2015 indicates that major shifts in attendance did not occur between those two particular years.
- The impact of the two streams of expenditures was estimated using the Implan input-output model’s 2014 multipliers, released in December 2015.

<sup>1</sup> The fiscal years varied by organization as follows: eight had fiscal years ending June 30, 2015, two had fiscal years ending July 31, 2015, two had fiscal years ending August 31, 2015, and two (American Ballet Theatre and Film Society of Lincoln Center) had calendar years ending December 31, 2014.

<sup>2</sup> The Cultural Data Project (CDP) is an organization created to strengthen arts and culture by documenting and disseminating information on the arts and culture sector. Any interpretation of the data is the view of the author and does not reflect the views of the Cultural Data Project. For more information on the Cultural Data Project, visit [www.culturaldata.org](http://www.culturaldata.org). See methodology for a list of CDP Profiles used.

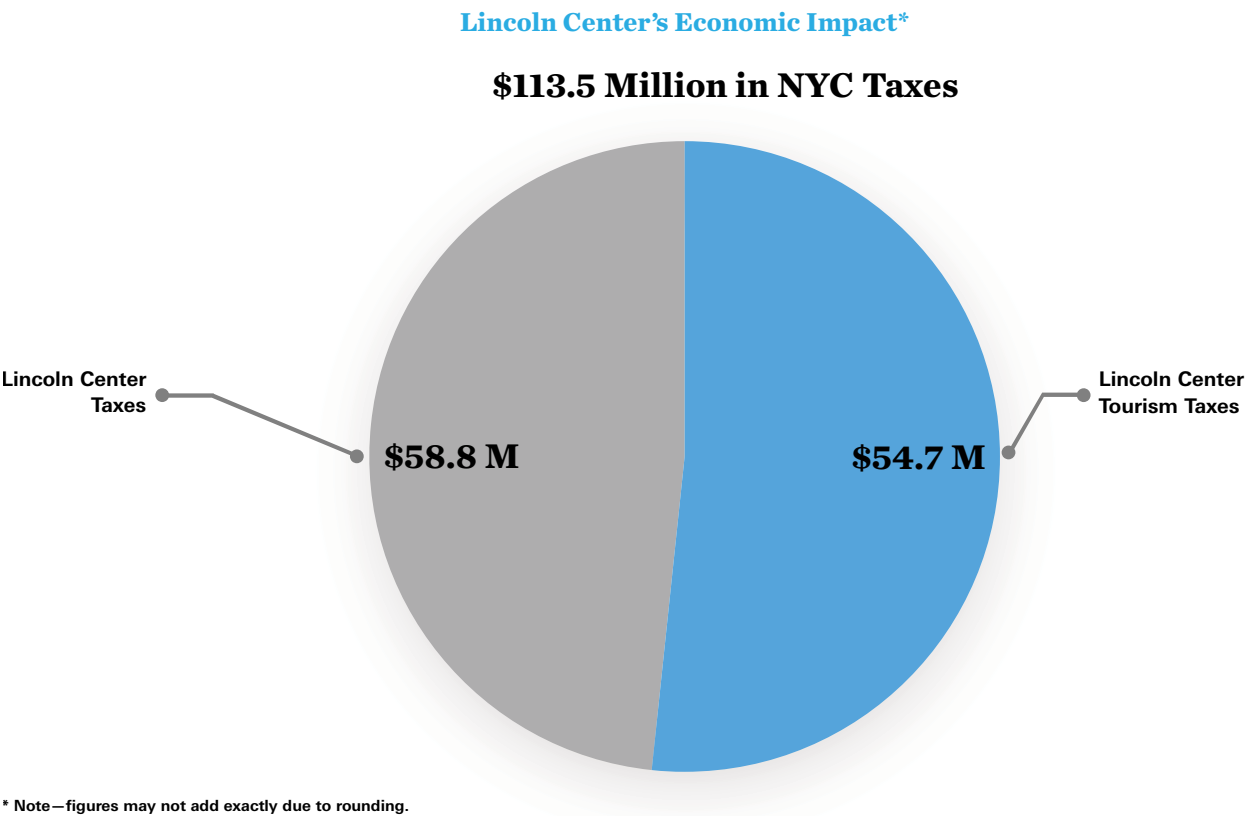
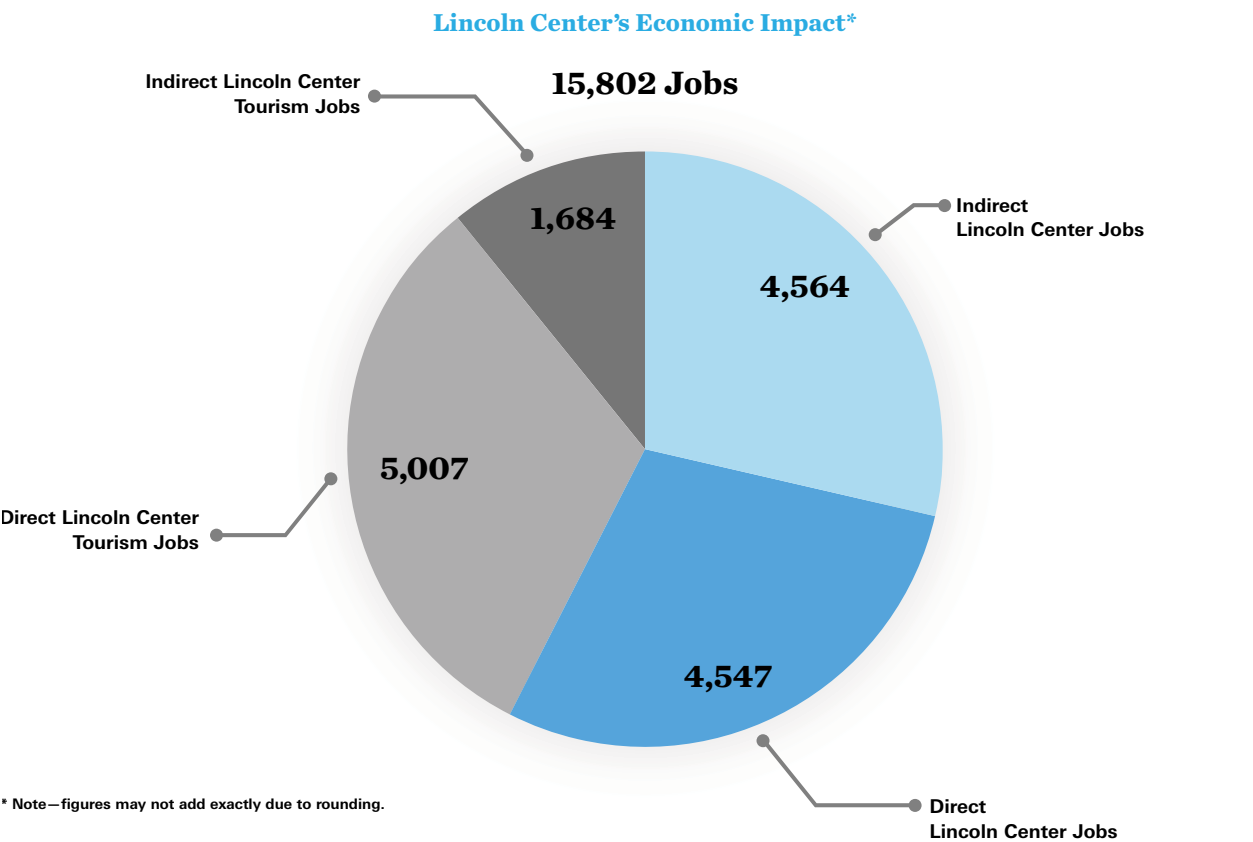
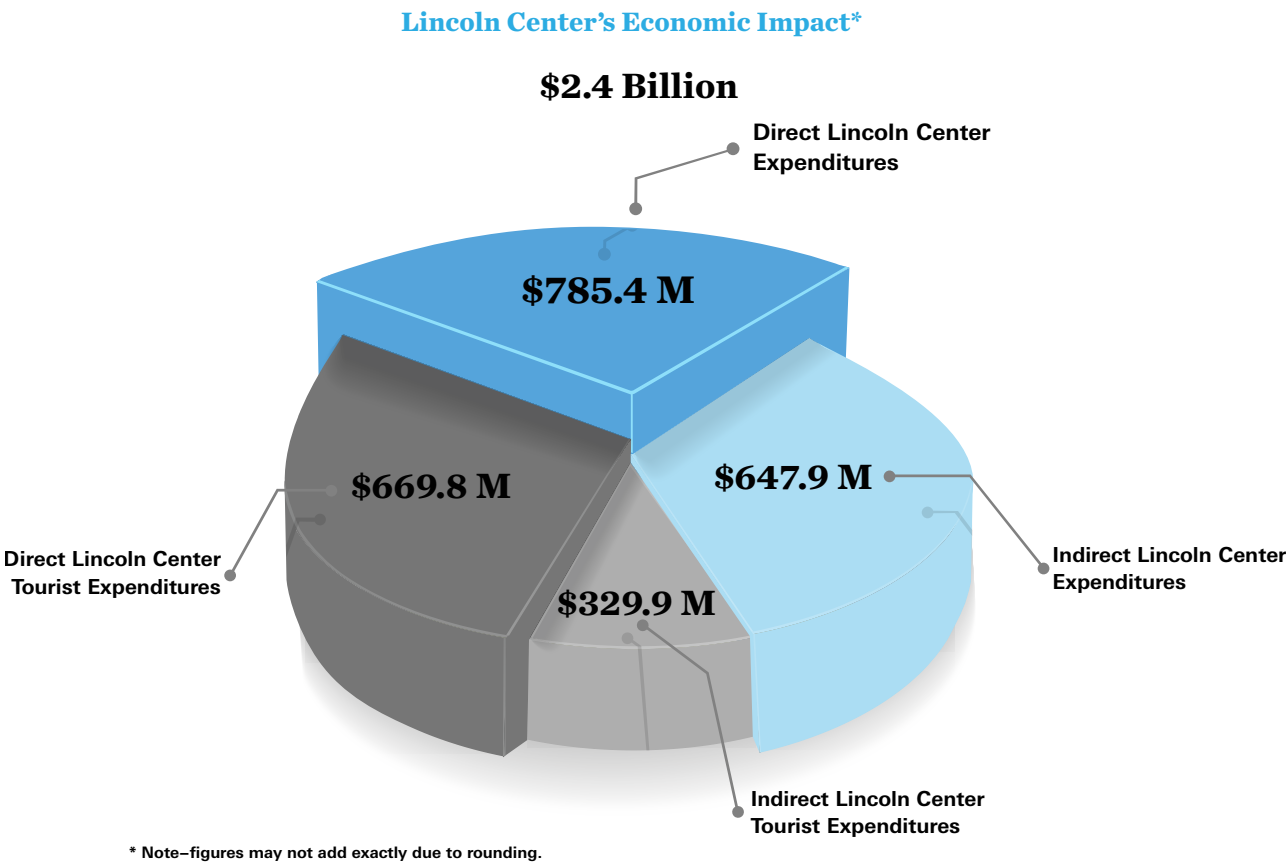


II. Executive Summary

Lincoln Center contributed \$2.4 billion to New York City’s economy in the 2014–2015 season.

- Lincoln Center organizations spent \$785.4 million in New York City.
  - Lincoln Center Tourists, audience members from out of town who said that Lincoln Center was a very important reason for their trip to New York City, spent \$669.8 million.

These direct expenditures triggered subsequent rounds of indirect expenditures, as employees spent their earnings and suppliers increased their purchases and hiring to provide the goods and services bought by Lincoln Center’s organizations and tourists.
- The indirect expenditures generated by Lincoln Center’s organizations spending was \$647.9 million.
  - The total impact of Lincoln Center organizations direct and indirect spending was \$1.4 billion.
  - The indirect expenditures generated by Lincoln Center Tourist spending was \$329.9 million
  - The total impact of Lincoln Center Tourist direct and indirect spending was \$1.0 billion
  - In total, 15,802 New York City jobs were generated by this economic activity.
  - New York City taxes in the range of \$113.5 million were collected.







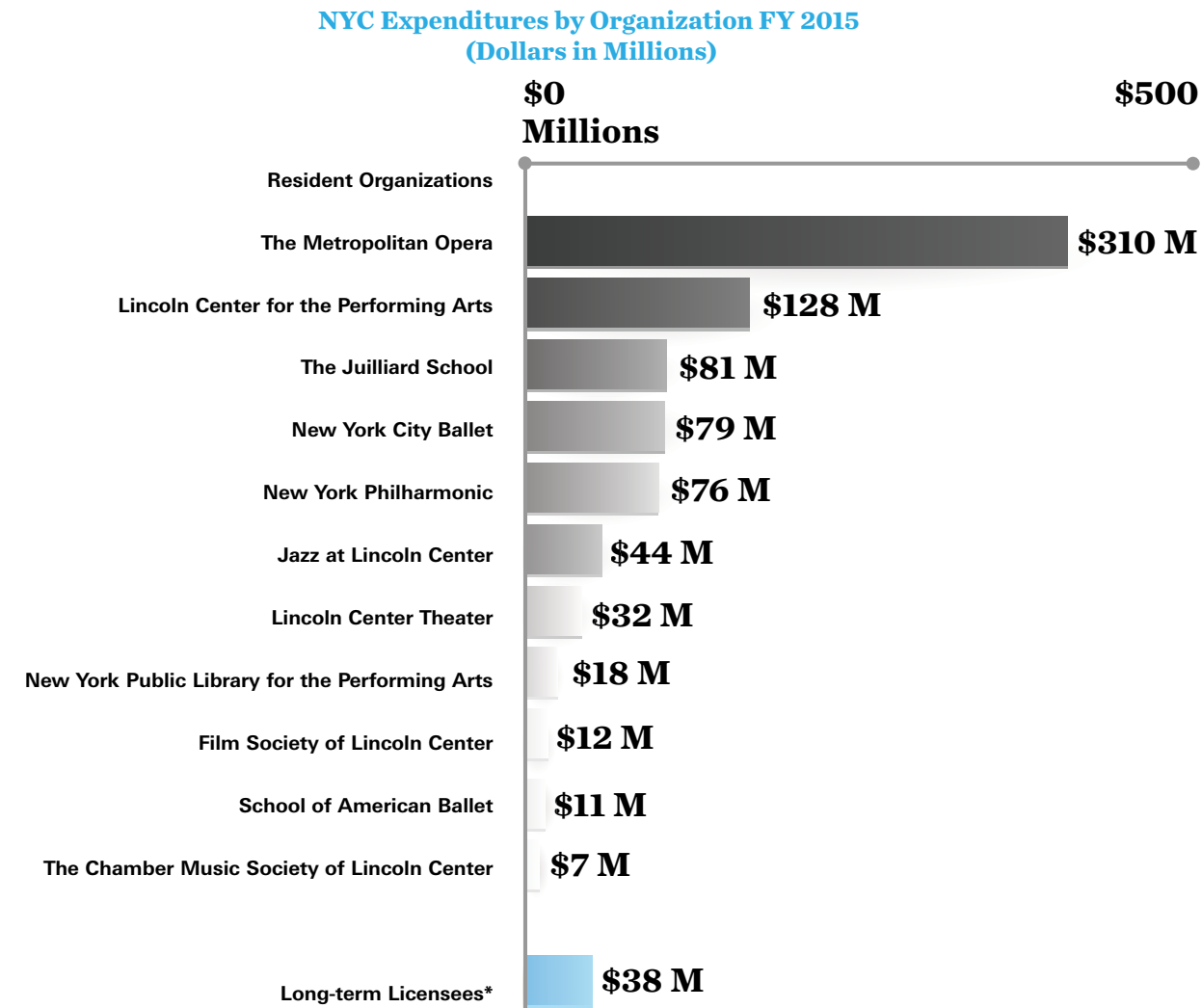


Labor includes full-time, part-time, and independent contractors. Overall, of 4,547 jobs at Lincoln Center, 60% were full-time staff, while 35% were part-time (full time equivalent basis) and 5% independent contractors (full time equivalent basis).

Facilities expenditures vary widely from year to year according to what capital projects are underway. LCPA reported \$18.3 million in Redevelopment Project expenses in FY 2015, which is included in the operating expenditures presented. In addition, a renovation of the atrium at Jazz at Lincoln Center was completed outside the time frame of this report, and major renovations to David Geffen Hall are currently being planned. The central portion of the Lincoln Center campus renovation, \$1.2 billion, was completed in October 2012.

Spending by Organization

The chart below presents spending on operations in New York City in FY 2015. Expenditures for Lincoln Center common areas and intra-Lincoln Center payments are included in both the resident organization and long-term licensee budgets as payments to Lincoln Center for the Performing Arts and in LCPA's own expenditures as well. This double counting is removed from the aggregated total. The double counting of the long-term licensees' payments to Lincoln Center organizations is also removed from the aggregated total.<sup>4</sup>



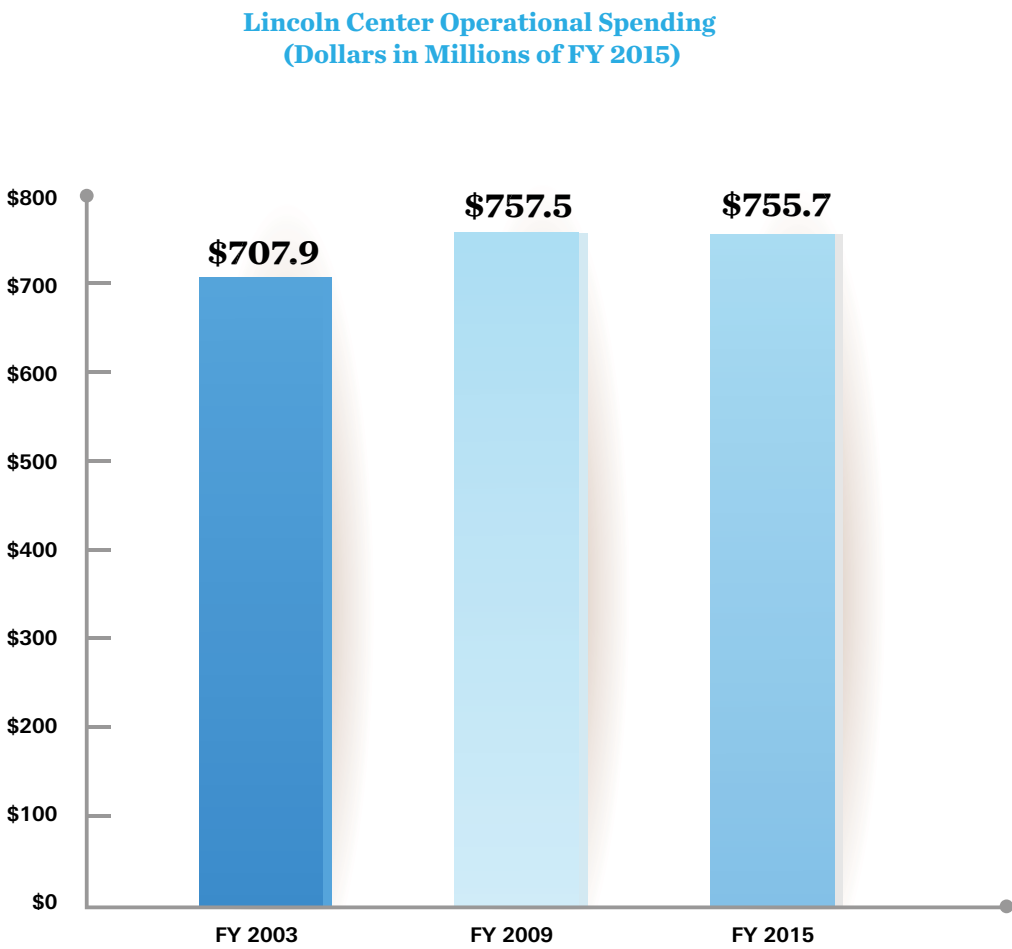
\* American Ballet Theatre, Big Apple Circus, Tisch WNET Studio  
Source: Audited Financial Statements, Cultural Data Project Profiles, IRS 990 forms

<sup>4</sup> Expenditures are based on FY 2015 financial reports adjusted to exclude touring expenditures of constituents as reported to the CDP. For long-term licensees, Lincoln Center activity was determined with information from IRS 990 forms for the three organizations, performance schedules as well as CDP profiles of American Ballet Theatre and the Big Apple Circus, and interviews with the Big Apple Circus and WNET.

Operational Spending 2003, 2009, 2015

Studies of Lincoln Center's economic impact were conducted in 2004 by the Economic Development Research Group in association with Mt. Auburn Associates, and internally at LCPA in 2010. The previous studies differ substantially from the current one in scope and methodology, as the earlier studies did not include audience surveys or detailed spending patterns now available from the Cultural Data Project. Detailed comparisons of the findings are therefore invalid. However, a comparison of direct operational spending in the three study years is shown in the chart below. The information from the

previous studies is corrected for inflation, and the FY 2015 data has been adjusted for consistency with the earlier studies by removing the Lincoln Center seasons of American Ballet Theatre and the Big Apple Circus. The composition of the constituents has changed over time, with the City Opera being included in the earlier studies but not this one, while the Tisch WNET Studio spending is included in the FY 2015 figures as a new part of Lincoln Center. There was an inflation-adjusted increase from FY 2003 to FY 2009 of 7% and virtually no change in the period from FY 2009 to FY 2015.





# IV. The Lincoln Center Audience

The latest available figures show total Lincoln Center attendance in New York City of 4.5 million<sup>5</sup>. This includes attendance reported to the CDP for ten organizations for 2014<sup>6</sup>, and 2015 attendance figures gathered directly from The Juilliard School, the New York Public Library for the Performing Arts, and the Big Apple Circus. Of the total attendance in New York City, more than one half, 2.49 million, was paid admissions while one third, 1.48 million, was for free events<sup>7</sup>, and an additional 11%, 0.50 million, were visits to the New York Public Library for the Performing Arts, in addition to attendance at the library's free events.

Paid admissions were spread across all Lincoln Center's resident organizations and long-term licensees except Tisch WNET Studio and the New York Public Library for the Performing Arts. The Metropolitan Opera had the largest paying audience by a broad margin, followed by the New York Philharmonic and the New York City Ballet. Together, these

three organizations accounted for over one half of Lincoln Center's paying audience in New York City.

Free events were produced by all the resident organizations, with two of these organizations, LCPA and the New York Philharmonic, accounting for fully 87% of this audience. Attendance at the New York Public Library for the Performing Arts is an additional important part of Lincoln Center's total free attendance.

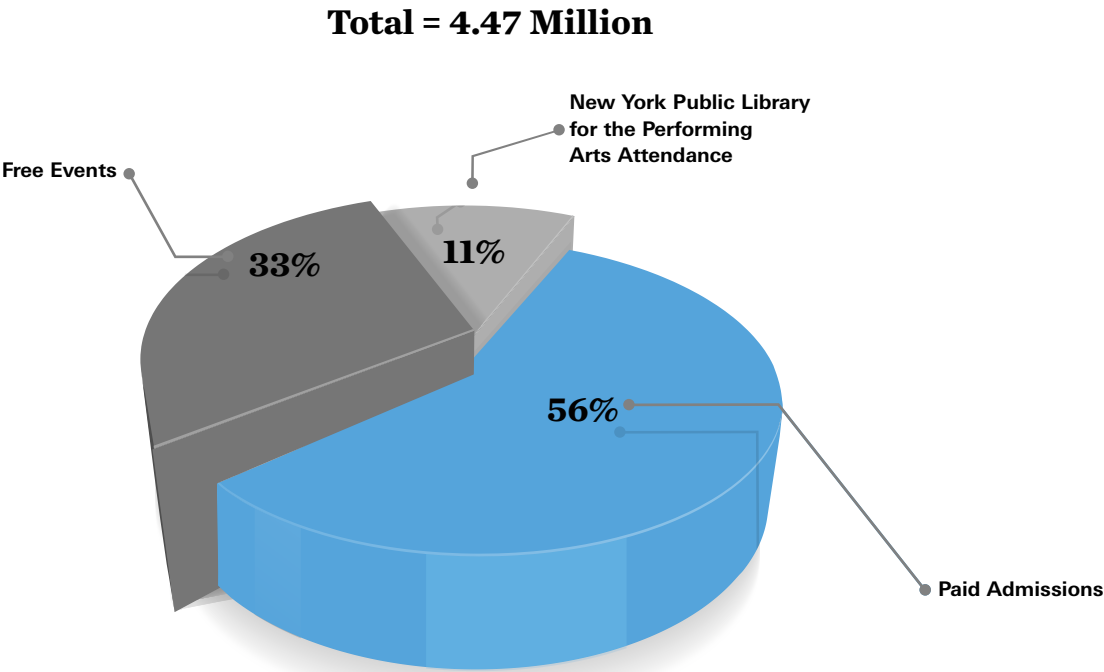
Surveys conducted for this study at two different kinds of free events indicate that paid and free events attract somewhat different audiences. While too few free events were surveyed to encompass the totality of this audience, the findings suggest distinctions in the age ranges of these paid and free audiences, and particularly significant differences in their residence patterns. No surveys were conducted of visitors to the New York Public Library for the Performing Arts who did not attend an event.

At free events in the public areas, three quarters of the respondents were New York City residents, as compared to half of the paying audience; free events at the New York Public Library for the Performing Arts (which attracted 27,000 among the total of 525,000 visitors to the library) fell between the paid audience and the audience at free events on the plaza in terms of the residence of its audience, with 60% New York City residents.

These surveys also showed that the audience for free outdoor events on the plaza attracted a slightly different age demographic than the paid audience. A greater proportion of this free event audience was from the middle ranges in age (35–64) than was the case for the paid audience, and there was a smaller proportion of the audience in both the youngest (34 and younger) and oldest (65 and above) age ranges, as indicated in the chart on the next page. The age profile of the audience at free events at the New York Public Library for the Performing Arts was very similar to that of the audience for paid events.

There is not enough information from the surveys conducted for this study at free events to analyze the spending of their Lincoln Center Tourists. Therefore, this economic impact analysis will focus on Lincoln Center's paid audience. The surveys suggest, however, that the economic impact of visitor spending at free events is mitigated by the relatively small proportion of out-of-towners, and therefore potential Lincoln Center Tourists, in attendance at large free events such as the events in the public areas<sup>8</sup>.

Lincoln Center Paid & Free Attendance in New York City



<sup>5</sup> Touring attendance at Lincoln Center organizations outside of NYC is not included.

<sup>6</sup> The Chamber Music Society of Lincoln Center, Film Society of Lincoln Center, Jazz at Lincoln Center, The Juilliard School, Lincoln Center Theater, The Metropolitan Opera, New York City Ballet, New York Philharmonic, School of American Ballet, Lincoln Center for the Performing Arts

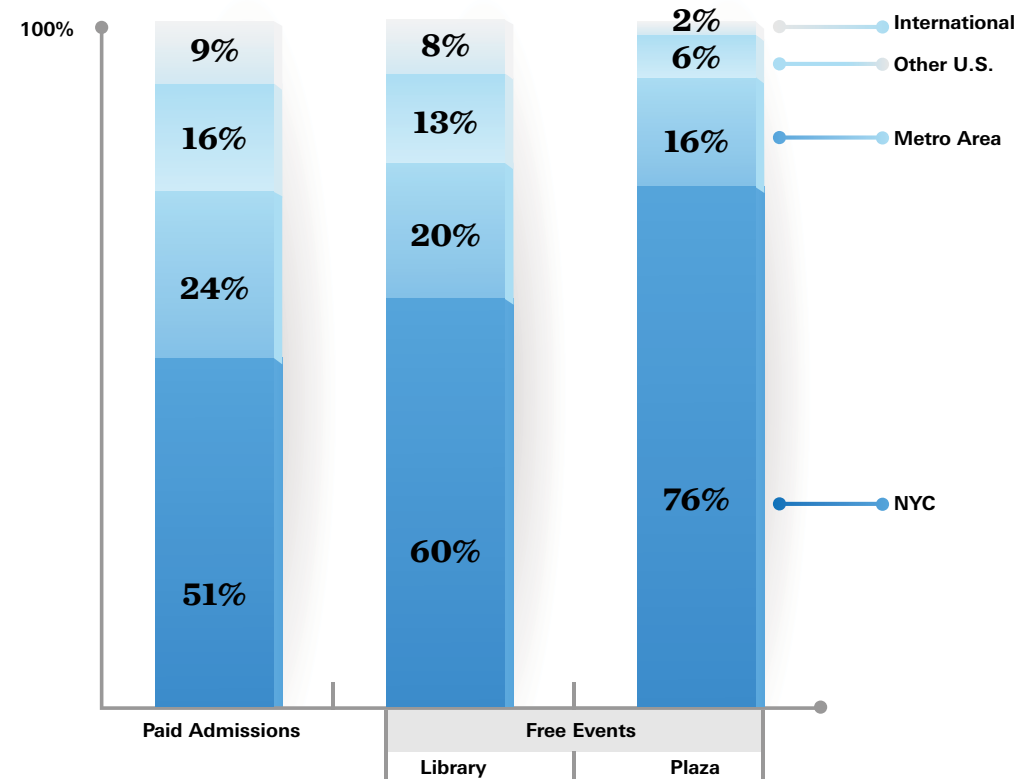
<sup>7</sup> It should be noted that estimates of free attendance are generally less accurate than those for paid attendance.

<sup>8</sup> It is also likely that a significant portion of those Lincoln Center Tourists who attended free events also attended paid events during their stay and so would be represented in the sample surveyed at paid events.





**Audience Residence - Paid and Free Events  
2015 New York City Season**



Source: Audience surveys conducted for this study

## New York City Audience at Paid Events

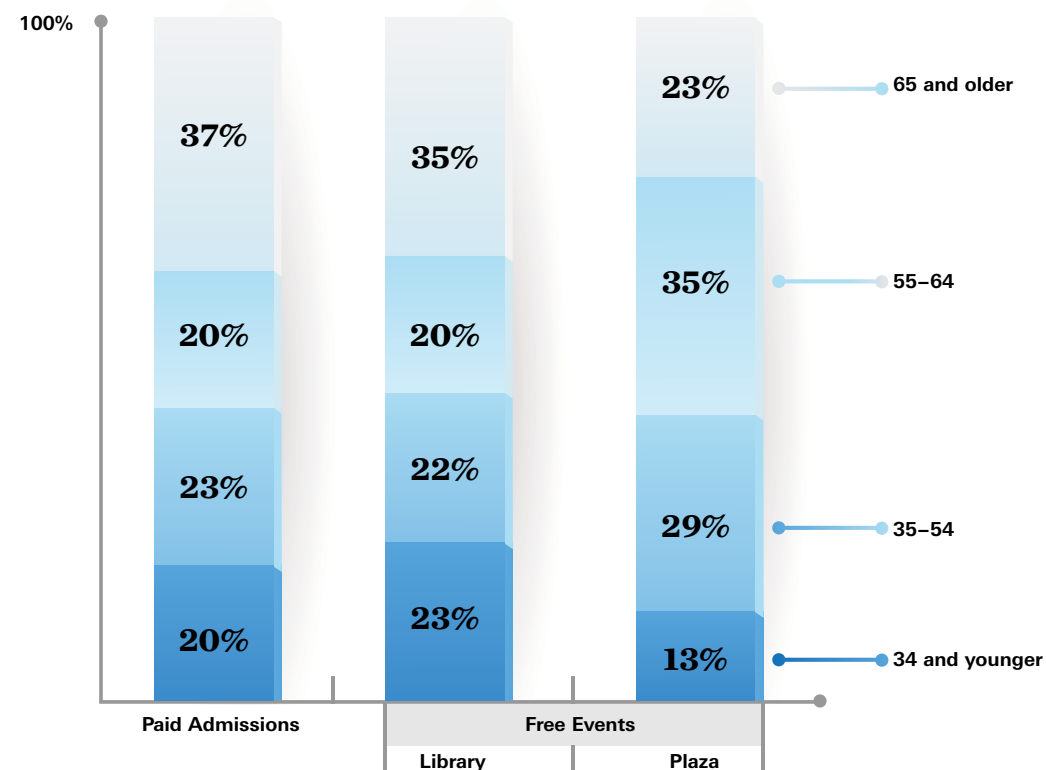
51% of all paid admissions were New York City residents. These NYC customers were, as a group, dedicated Lincoln Center visitors attending an average of eleven performances in the 2014–2015 season, and very often attending multiple performances at other New York City venues as well. The chart below shows the New York City audience’s appetite for the performing arts at Lincoln Center and other New York City performing arts venues. It indicates that as frequency of attendance at Lincoln Center increases, so does frequency of attendance at other New York City venues.

This appetite for the performing arts is evident in the importance that Lincoln Center’s New York audience places on Lincoln Center as a factor contributing to their living in New York City. Half of the Lincoln

Center audience that lives in New York City ranked Lincoln Center a very important reason to maintain a residence in the city, and among those members of the audience who attend six or more times a year (referred to as Lincoln Center devotees), 65% ranked Lincoln Center a very important reason for maintaining a residence in New York City.

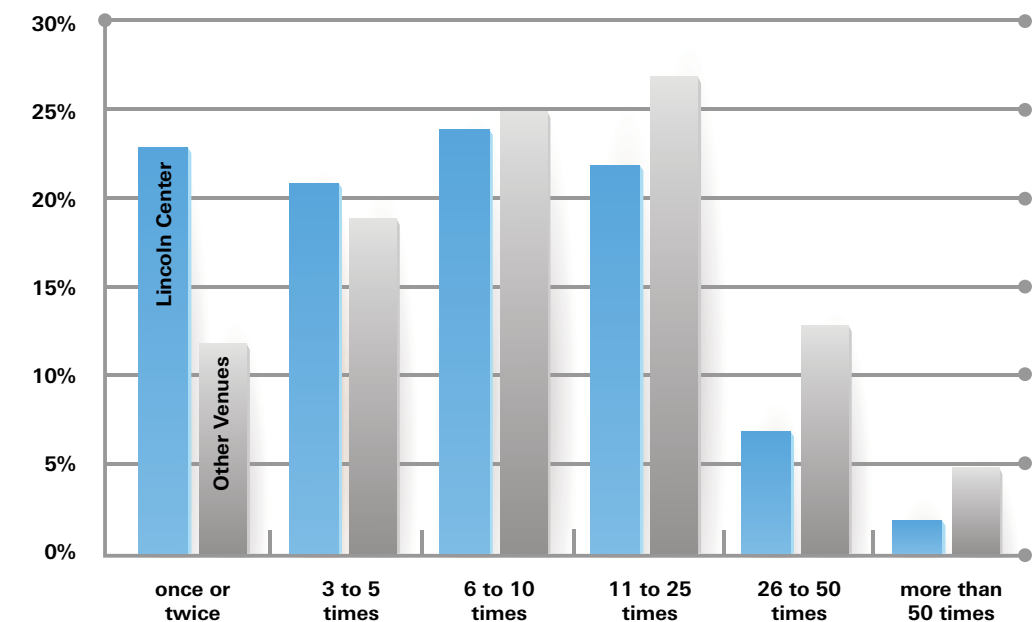
Moreover, about 30% percent of the total NYC audience and “Lincoln Center devotees” indicated that they would leave New York City for their cultural entertainment if Lincoln Center were not here. The impact of Lincoln Center’s power to keep its local patrons’ dollars in New York has not been quantified in keeping with the conservative methodology of this analysis, but it is clear that it is significant.

**Audience Age Ranges - Paid and Free Events  
2015 New York City Season**



Source: Information collected directly from Lincoln Center organizations supplemented with data from the Cultural Data Project and Lincoln Center audience surveys conducted for this study

**NYC Audience: Annual Attendance at Lincoln Center, Other NYC Venues**



Source: Lincoln Center audience surveys conducted for this study





Kirov Opera of the Mariinsky Theatre, *Kirov Ring Cycle*

The Out-of-Town Audience at Paid Events

Lincoln Center’s out-of-town audience was comprised half of residents of the metropolitan area outside of New York City (24% of total paid admissions) and half of visitors from farther away in the U.S. (16% of total paid admissions) and international visitors (9% of total paid admissions). Wherever they came from, Lincoln Center was an important reason for their coming to visit New York City. According to surveys conducted for this study in the 2014–2015 season, Lincoln Center was a very important reason (ranked 8, 9, or 10 on a scale from 1–10)<sup>9</sup> for visiting New York City for:

- 81% of visitors from the metropolitan area outside of New York City
- 72% of other U.S. visitors
- 61% of international visitors.

These out-of-town visitors for whom Lincoln Center was an important reason to visit New York City are referred to as Lincoln Center Tourists, and their expenditures are estimated as part of Lincoln Center’s economic impact. Lincoln Center Tourists, who are counted by trip, ranged from residents of the metropolitan area outside of New York City<sup>10</sup> who typically come for one performance and return home the same day, to international visitors for whom Lincoln Center was an important reason for a trip that lasted for a week on average.

Important Reasons for Maintaining A New York City Residence<sup>9</sup>

	Total New York Audience	Lincoln Center Devotees
Work	67.8%	61.9%
Friends and Family	68.6%	68.8%
Lincoln Center	49.9%	64.5%
Entertainment and Nightlife	48.2%	49.1%
Sports	13.5%	11.5%
Restaurants	47.7%	46.7%

Source: Surveys conducted for this study

Lincoln Center Tourists by Residence

	Metropolitan Area	Other U.S.	International
Total Attendance	596,996	398,670	223,219
Lincoln Center important in trip decision	81%	72%	61%
Average # shows per trip	1.1	1.5	1.9
Lincon Center Tourists	439,373	192,238	70,687
Length of stay per trip (in days)	1.5	3.3	6.6

Source: Total attendance from organizations directly and as reported to the CDP, other information from surveys conducted for this study

<sup>9</sup> Rated 8, 9, or 10 on a scale from 1–10, where 1 was “very unimportant” and 10 was very important  
<sup>10</sup> The metropolitan area outside of NYC is defined as Long Island (Nassau and Suffolk counties), Westchester and Rockland Counties in NY, Bergen, Essex, Hudson, Middlesex, Morris, Passaic, Somerset, Union Counties in Northern NJ, and Fairfield and Litchfield Counties in Western Connecticut.



# V. The Ancillary Spending of Lincoln Center Tourists

Lincoln Center Tourists, who made more than 700,000 trips to New York City in FY 2015 to see paid performances at Lincoln Center, brought millions of dollars into New York City beyond the price of their admission tickets. On average, Lincoln Center Tourists from the metropolitan area outside of New York City spent \$194 in New York City during their trip in addition to the price of their Lincoln Center admission ticket; Lincoln Center Tourists from other parts of the U.S. spent \$1,551 over the course of three days, and international Lincoln Center Tourists spent \$4,036 over the course of nearly seven days.

As indicated in the chart below, while Lincoln Center Tourists from the metropolitan area outside of New York City comprised a majority (63%) of all Lincoln Center Tourists, they accounted for only a small portion (13%) of ancillary expenditures. Conversely,

international Lincoln Center Tourists comprised only 10% of Lincoln Center Tourists but accounted for 43% of ancillary expenditures.

In total, Lincoln Center Tourists spent \$669.9 million in New York City beyond the cost of their admission ticket in the 2014–2015 season. Lincoln Center Tourists from the metropolitan area outside New York City accounted for \$86.4 million in ancillary spending, while those from other parts of the U.S. spent \$298.1 million, and international Lincoln Center Tourists spent \$285.3 million in New York City.

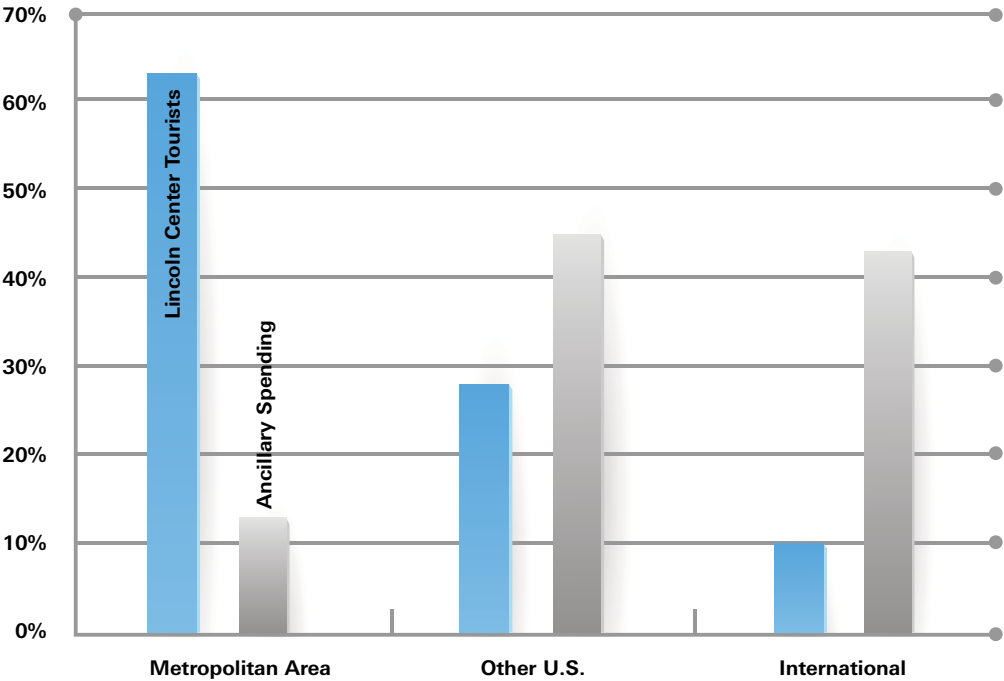
These expenditures were broadly spread across the city’s hospitality, retail, and transportation sectors, with hotels garnering 32% of spending, restaurants: 21%, transportation (both local and half of long-distance transportation): 20%, shopping: 18%, and other entertainment: 8%.

Lincoln Center Tourist Ancillary Spending by Residence

	Metropolitan Area	Other U.S.	International
Number of Lincoln Center Tourists	444,590	192,237	70,688
Length of Stay	1.48 days	3.28 days	6.59 days
Per Person Spending	\$194.41	\$1,550.75	\$4,036.09
Total Spending	\$86,434,789	\$298,111,897	\$285,302,603

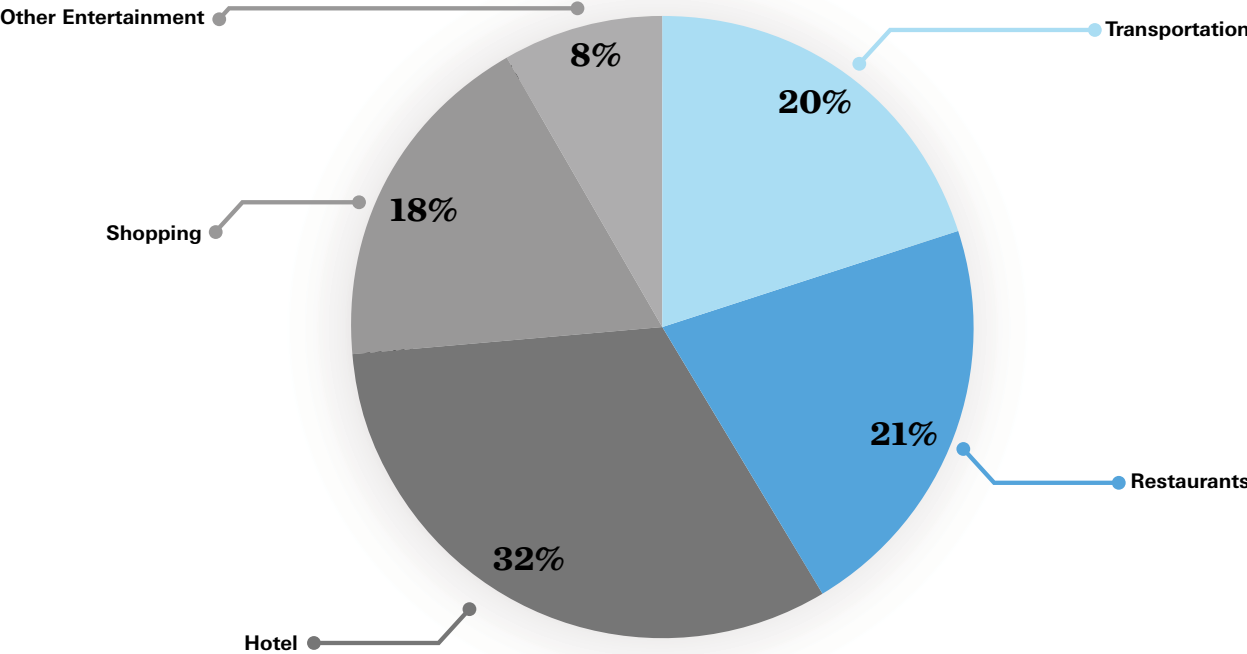
Source: Total attendance from organizations directly and as reported to the CDP, other information from surveys conducted for this study

Percentage of Lincoln Center Tourists and Ancillary Spending by Residence



Source: Surveys conducted for this study and residence patterns from organizations as available

Lincoln Center Tourist Expenditure Pattern



Source: Surveys conducted for this study. Note - figures may not add exactly due to rounding.



# VI. The Economic Impact of Lincoln Center

The stream of expenditures that originated with the activities of Lincoln Center and Lincoln Center Tourists, totaling \$1.46 billion in the 2014–2015 season, was the source of new payrolls, business purchases, consumer purchases, and tax payments. Some of these subsequent rounds of spending were spent in New York City and some “leaked” out of the economy. For example:

- Those Lincoln Center employees who live in the city spent much of their income in New York City, on housing, consumer goods purchased at local stores, and local taxes. Other household expenditures, for vacations, consumer goods purchased through retailers outside of the city, and federal taxes, occurred outside of the city.
- Lincoln Center organizations and the hospitality sector catering to Lincoln Center Tourists spent money to meet the demand that was generated by the first round of spending. Some of this spending was in New York City, for example, for a local advertising agency or laundry, while some was subject to more leakage from the city’s economy, for example, for food to be sold at restaurants or employees who live outside the city and spend only a relatively small portion of their income in the city.

This “ripple effect” continued in diminishing rounds of spending within New York City’s economy until all the dollars “leaked” out.

The total impact of Lincoln Center operations and visitor spending was estimated by the application of detailed direct expenditures to the Implan model of the New York City economy, which measures the effect of each round of spending on the city’s economy. The estimate of the total economic impact of the direct spending of operations and visitors was \$2.4 billion, with 15,802 jobs generated and approximately \$113.5 million in NYC taxes collected.

## Multipliers

Lincoln Center operational spending generated a multiplier of 1.82, meaning that for every dollar in direct spending, an additional 82 cents of value was generated in the city’s economy through subsequent rounds of spending. The performing arts in general, and Lincoln Center in particular, have a strong multiplier effect, reflecting two characteristics of this sector: the high proportion of expenditures going to well-paying jobs in the city that generate a high level of economic activity, and the concentration in New York City of suppliers to the performing arts.

Lincoln Center Tourist ancillary spending had a multiplier of 1.49. This is a moderate multiplier reflecting the hospitality sector’s more geographically dispersed suppliers, and the necessity for even New York City suppliers to purchase a significant portion of their goods and services (such as food for restaurants and fuel for travel) from outside of New York City. This leakage of dollars in the second round of spending contributed to lowering the multiplier. In addition, average wages in this sector are relatively low, generating less economic activity in the local economy than higher wages.

## Industries Affected

As spending by Lincoln Center and Lincoln Center Tourists rippled through the city’s economy, it elicited economic activity in a broad array of other sectors reflecting, to a large degree, the relationship to tourism and the labor-intensive nature of this activity. The sectors of the economy most affected are listed below:

- Hotels
- Restaurants
- Retail trade
- Real estate
- Independent artists, writers, and performers
- Air transportation
- Owner-occupied buildings
- Wholesale trade
- Hospitals
- Transit and ground passenger travel
- Insurance carriers
- Promoters of performing arts and sports
- Rail transportation
- Management consulting services
- Advertising, public relations, and related services

## Taxes Generated

Lincoln Center operations and the ancillary spending of Lincoln Center Tourists generated significant taxes to New York City, in the range of \$113.5 million. Direct expenditures generated about \$58.8 million, and the relatively heavily taxed Lincoln Center Tourist spending generated almost \$54.7 million. The personal income tax accounted for the single largest category, followed by the hotel room occupancy tax, business income taxes, and general sales tax. Together these tax categories comprised 88% of NYC taxes generated. The remaining taxes collected were the real property transfer, mortgage recording, commercial rent, utility, and other business taxes.





Summary Economic Impact Findings

	Lincoln Center Operations	Lincoln Center Tourists	Total
Direct Expenditures	\$785.4 M	\$669.8 M	\$1,455.3 M
Indirect Expenditures	\$647.9 M	\$329.9 M	\$977.7 M
Full Impact Expenditures	\$1,433.3 M	\$999.7 M	\$2,433.0 M
Expenditure Multiplier	1.82	1.49	1.67
Direct Jobs	4,547	5,007	9,554
Indirect Jobs	4,564	1,684	6,248
Full Impact Jobs	9,111	6,691	15,802
NYC Taxes	\$58.8 M	\$54.7 M	\$113.5 M

Note—Figures may not add exactly due to rounding.

Appendix: Methodology

Direct expenditures

The direct expenditures of Lincoln Center and the visitors drawn to New York City by Lincoln Center form the foundation of this report’s impact analysis. These first rounds of spending are the source of the economic ripple effect of Lincoln Center’s activity on New York City that was measured for this study.

**Direct expenditures** for each component of Lincoln Center were estimated using the latest audited financial statements and IRS Form 990 records for each institution. These operating expenditure totals were refined using expenditure patterns from the latest available information from the Cultural Data Project for participating institutions listed below:

- The Chamber Music Society of Lincoln Center, FY 2014
- Lincoln Center for the Performing Arts, FY 2014
- The Big Apple Circus, FY 2014
- Jazz at Lincoln Center, FY 2014
- School of American Ballet, FY 2014
- New York City Ballet, FY 2014
- New York Philharmonic, FY 2014
- American Ballet Theatre, FY 2013
- Vivian Beaumont Theater, Inc., FY 2014
- Metropolitan Opera Association, Inc., FY 2014
- Film Society of Lincoln Center, FY 2013

The CDP profiles were also used to develop attendance and employment information not available in financial reports and tax filings. In keeping with the confidentiality policy of the Cultural Data Project, this information is reported only in aggregated form.

Information from the sources cited above was augmented and refined through interviews conducted to avoid double counting of intra-Lincoln Center payments, and to allocate appropriate Lincoln Center–related expenditures of long-term licensee organizations.

**The ancillary spending of visitors** drawn to New York City by Lincoln Center is based on surveys conducted between November 2014 and October 2015. In total, 21,455 questionnaires were distributed at performances at The Chamber Music Society, Film Society of Lincoln Center, Jazz at Lincoln Center, The Juilliard School, Lincoln Center Theater, The Metropolitan Opera, New York City Ballet, New York Philharmonic, New York Public Library for the Performing Arts, Big Apple Circus, American Ballet Theatre, and Lincoln Center for the Performing Arts’ series and programs. Surveying was done at various times of the week and types of performances to reflect the overall Lincoln Center audience. Audience members returned 13,439 questionnaires, representing a 63% response rate. After tabulating the completed questionnaires, the data was weighted based on the number of admissions for each organization and information available regarding audience residence.

Audience members were asked where they lived and, for out-of-New York City attendees, how important Lincoln Center was in their decision to come to the city, and what their ancillary expenditures were. In alignment with commonly used conservative methodology, only the spending of Lincoln Center Tourists defined as out-of-town audience members who rated Lincoln Center as a very important reason for coming to the city (8 or above on a scale of 1–10) was included in the economic impact estimate. Expenditures for theater tickets are not included as part of the visitor spending estimate because they are accounted for in the spending streams of the organizations surveyed.

The survey instrument is presented in the next Appendix.



## Economic Impact

The direct expenditures of each constituent and long-term licensee of Lincoln Center and their visitors drawn from out of the city to their performances were analyzed using the Implan input-output model. The Implan's input-output model depicts the structure of sales and purchases throughout 536 sectors of a given economy (in this case, New York City) tracing the ripple effect of direct expenditures. This ripple effect is comprised of two components:

- The indirect effect traces the additional economic activity from direct expenditures as suppliers make incremental purchases of materials and hire more labor in response to the demand created by the direct expenditures.
- The induced effect traces the spending of wage earners at Lincoln Center and hospitality venues on food, shelter, and other household goods and services.

These expenditure streams ripple through New York City's economy in diminishing rounds of spending until all the dollars have leaked out of the area. The results from the Implan analysis show the total impact and total employment generated by Lincoln Center in New York City, as well as the industries most affected by its economic activity.

## Taxes generated

New York City tax revenues attributable to Lincoln Center were estimated based on the relationship of FY 2014 New York City tax collections and Gross City Product (as reported by the Fiscal Policy Institute from their analysis of data from the New York City Comptroller's Comprehensive Financial Report for FY 2014). Adjustments for activities that have unusual tax impacts (e.g., parking, hotel occupancy) were made using direct expenditure information and effective tax rates. These adjustments include allowances for sales tax exclusions and currently uncollected occupancy taxes on nontraditional accommodations. City taxes include Personal Income Tax, Business Income Taxes, General Sales Taxes, Real Property Transfer Tax, Mortgage Recording Tax, Hotel Room Occupancy Tax, Utility Tax, and other taxes.





Appendix: Audience Questionnaire

Lincoln Center

Lincoln Center would like your help in conducting research about visitors to Lincoln Center. Please take a moment to answer all of the following questions.

To thank you for your participation, we are offering a monthly raffle for a free pair of tickets to an upcoming Lincoln Center performance.\* If interested, please provide an e-mail address:

Email: Please be assured that all responses will be kept confidential. If you have any questions, our survey volunteers would be happy to assist. Thank you.

1. Where do you live?

- NYC (Brooklyn, Bronx, Manhattan, Queens, and Staten Island)
- Long Island
- Westchester/Rockland counties
- Other New York state
- Northern New Jersey (Bergen, Essex, Hudson, Middlesex, Morris, Passaic, Somerset, or Union counties)
- Other New Jersey
- Western Connecticut (Fairfield, Litchfield counties)
- Other Connecticut
- Other U.S.
- Canada
- Africa
- Asia
- Australia or New Zealand
- Central, South America, or Caribbean
- Europe
- Other:

[US RESIDENTS] Please write your zip code:

2. What is your age?

- Below 18
- 18-34
- 35-54
- 55-64
- 65+

3. For the following items, please record expenses you have made (or expect to spend) TODAY in New York City, in addition to your admission ticket

Not applicable: I did not personally incur any expense TODAY

	Amount Spent	# of People Paid for
Transportation within NYC area (e.g. subway, bus, taxi, car)	US\$	
Meals (Dining Out, Groceries)	US\$	
Snacks/Cocktails	US\$	
Miscellaneous Purchases/Other Activities (e.g. shopping)	US\$	

>>THIS SECTION FOR NON NYC RESIDENTS ONLY<<

4. For how long are you visiting New York City?

- Less than 1 day
- 1 day and 1 night
- 2 days
- 3 days
- 4 days
- 5 days
- More than 5 days (please specify: )

\* Terms & conditions apply. For more information, see a survey volunteer.

5. On a scale of 1 to 10, how important was seeing a show at Lincoln Center in your decision to come to New York City? (1 being "very unimportant", 10 being "very important")

1

10

Very Unimportant

Very Important

6. How many shows at Lincoln Center will you see on THIS trip to New York City (including this one)?

7. Please specify other expenses you incurred (or plan to incur) for your ENTIRE trip in New York City, beyond your daily expenses. (Do not include daily expenses from question #3)

Amount Spent	# of People Paid for
Package tour expenses (if applicable)	US\$
What does the package include? (Please check all that apply)	
Long distance transportation into NYC area	Lincoln Center tickets
Local transportation in NYC	Other entertainment
	Hotel
	Meals
Other Expenses	
Long distance transportation (plane, bus, train)	US\$
Long distance car expenses (e.g. rental, gas, parking tolls)	US\$
Hotel	US\$
Shopping	US\$
Other entertainment	US\$
Other purchases or activities	US\$

>>THIS SECTION FOR NYC RESIDENTS ONLY<<

(Defined as residents of Bronx, Brooklyn, Manhattan, Queens, and Staten Island)

8. How many performances did you attend in last 12 months:

At Lincoln Center? At other venues in New York City?

9. On a scale of 1 to 10, how important are the following to you in your decision to maintain a residence in NYC? (1 being "very unimportant," 10 being "very important")

	Very unimportant	Very important
	1	10
Work		
Friends & family		
Lincoln Center		
Other cultural attractions		
Entertainment & nightlife		
Sports		
Restaurants		

10. On a scale of 1 to 10, how likely would you be to travel outside of New York City for your cultural entertainment, if Lincoln Center did not exist? (1 being "highly unlikely", 10 being "highly likely")

1

10

Highly Unlikely

Highly Likely



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<sup>11</sup> To request a full list of Ambassadors, please e-mail  
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## Lincoln Center's Resident Organizations

The Chamber Music Society of Lincoln Center

Film Society of Lincoln Center

Jazz at Lincoln Center

The Juilliard School

Lincoln Center Theater

The Metropolitan Opera

New York City Ballet

New York Philharmonic

New York Public Library for the Performing Arts

School of American Ballet

Lincoln Center for the Performing Arts

# Lincoln Center

